



Maricopa County, Arizona

A Report to Our Citizens

County Organization & Information

Maricopa County, Arizona, is the nation's fourth largest county in terms of population—3.9 million—and the 14th largest in the continental United States in land area, covering 9,224 square miles. Twenty-five cities and towns are located in the county; its largest city, Phoenix, is the county seat. The county was named in honor of the Maricopa Indians, who were known to have inhabited the area as early as 1775. Maricopa County's outer geographical boundaries were set in 1881 and have not changed since.

Maricopa County continues to be one of the fastest growing regions in the United States. According to the U.S. Census Bureau, the county has grown from 2,122,100 residents in 1990 to 3,792,675 in 2006, representing a 77 percent increase in just 16 years.



Old County Courthouse

County Government



County Administration Building

County government in Arizona is an arm of the state government. Its authority is defined by both the Arizona State Constitution and Legislature. Additionally, eight county offices are independently overseen by elected officials: Assessor, Attorney, Clerk of the Court, Constables, Recorder, Sheriff, Superintendent of Schools and Treasurer.

The Board of Supervisors is the governing body for the county. Each member represents one of the five supervisorial districts, which are divided geographically and by population to include a mix of urban and rural constituencies. Members are elected to four-year terms and may serve an unlimited

number of terms. A County Manager, appointed by the Board of Supervisors, is responsible for the administration of Maricopa County.

Maricopa County is the largest local government in Arizona. Currently, the equivalent of more than 14,000 full-time county employees serve the public in such areas as public health, transportation-infrastructure, construction and maintenance, flood control, law enforcement and courts, education, parks and recreation, libraries, animal care and control, economic and community development, and elections. They serve both incorporated and unincorporated areas. For the unincorporated areas, the county provides services similar to those provided by municipalities in incorporated areas—law enforcement, development planning, code enforcement, libraries, and parks and recreation.

Selected Demographics	2005	2006
Population	3,681,300	3,792,675
Per Capita Income	\$33,178	n/a
County Unemployment Rate	4.1%	3.6%
Percent of Total Work Force in Government	11.9%	11.5%
Number of County Employees	14,376	14,359

Strategic Priorities

On June 6, 2005, the Board of Supervisors approved a new strategic plan for Maricopa County. The 2005-2010 Maricopa County Strategic Plan contains strategic priorities and goals that establish a road map of what the county aspires to achieve over the next five years that would strengthen the community and enhance the quality of life in Maricopa County.

Strategic Priorities

- Ensure safe communities and a streamlined, integrated justice system.
- Promote and protect the public health of the community.
- Provide regional leadership in critical public policy areas.
- Carefully plan and manage land use in Maricopa County to promote sustainable development and to preserve and strengthen our environment.
- Continue to exercise sound financial management and build the county's fiscal strength while minimizing the property tax burden.
- Maintain a quality work force and equip county employees with the tools, skills, workspace and resources they need to do their jobs safely and well.
- Continue to improve the county's public image by increasing citizen satisfaction with the quality and cost-effectiveness of services provided by the county.



How We Have Progressed in Fiscal Year 2007

Performance Management Findings

In 2004, the County initiated a pilot program with a citizen's advisory committee to better understand the performance information that is important to citizens and how to present that information. Suggestions from the committee have been incorporated into this report through the following selected results from the annual General Citizen Survey, conducted by the Maricopa County Research and Reporting Department in 2006. What would you like to see reported on this page? Please let us know by contacting the Office of Management and Budget at results@mail.maricopa.gov.

- In Fiscal Year 2006, more than three out of four citizens surveyed (80 percent) indicated they were satisfied or very satisfied with County government, down from 83 percent in Fiscal Year 2005, but up from 76 percent reported in Fiscal Year 2002.
- 96 percent of respondents indicated they were satisfied or very satisfied with the Maricopa County Library District in Fiscal Year 2006, down slightly from 97 percent in Fiscal Year 2005.
- 80 percent of citizens surveyed indicated they were satisfied or very satisfied with the attention given by the County to environmental concerns, such as food safety, water pollution, and waste disposal. This is up from 76 percent in Fiscal Year 2004.
- 89 percent of respondents indicated they were satisfied or very satisfied with Public Health services, such as disease control and immunizations, provided by the County, a slight decrease from 91 percent in Fiscal Year 2004.

Significant Accomplishments: Fiscal Year 2007

- Prudent spending plans and responsible spending are keys in minimizing the overall tax burden of our citizens. Maricopa County has one of the lowest property tax rates in the State of Arizona and is at its lowest rate in over 25 years. Maricopa County's overall property tax rate continues to decline, from \$1.47 per \$100 of assessed value in Fiscal Year 2005 to \$1.45 per \$100 of assessed value in Fiscal Year 2006.
- A timely response to emergencies contributes to the citizen's sense of safety and security in their community. In Fiscal Year 2006, the Maricopa County Sheriff's Office responded to 34 percent of Priority One calls within five minutes or less. This is down from 45 percent in Fiscal

Year 2005, but up from Fiscal Year 2003 and Fiscal Year 2004 levels (26.5 percent and 32.0 percent, respectively).

- Victims, witnesses, defendants, and members of the community expect resolution of court cases without unnecessary delay. In Fiscal Year 2006, the Courts resolved 84.3 percent of criminal cases within 180 days (the timeframe target), an improvement over the 83.4 percent in Fiscal Year 2005.
- Immunization is considered to be one of the most important interventions available for preventing serious diseases among infants and children. Information provided by the National Immunization Survey showed that in 2005 the percent of children younger than 24 months in Maricopa County who received a full complement of immunizations increased to 75.8 percent from 73.2 percent in 2004.
- Maricopa County is working to promote, expand, and improve County-sponsored programs and activities for young people in the County to help them build their skills, develop a sense of civic involvement in the community, and successfully complete their education. In Fiscal Year 2006, attendance at Library District youth programs topped 82,000, an increase of approximately 33 percent from the 63,000 attendance reported in Fiscal Year 2005. Attendance at Library District youth programs has increased by more than 100 percent since Fiscal Year 2001.
- Sustainability issues dealing with air quality, water availability, and open space are important to County residents as the County continues to grow. In response to these concerns, the County is increasing its efforts to reduce both energy and water usage in County buildings. Annual water usage per square foot in County buildings has consistently declined since Fiscal Year 2003. In Fiscal Year 2006, water used declined by 58.0 gallons per square foot, which is down from 59.4 gallons per square foot in Fiscal Year 2005.



Source: Maricopa County Regional Parks

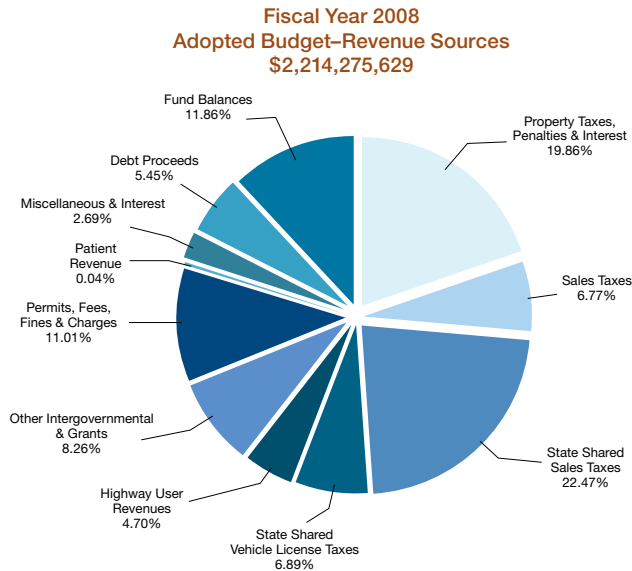
Selected County Service Statistics	Fiscal Year 2005	Fiscal Year 2006
Public Safety		
Sheriff's Office response time (percent of Priority One calls responded to within five or less minutes)	45%	34%
Percent of criminal cases resolved within 180 days	83.4 %	84.3%
Public Health		
Child immunization rates (percent with a full complement of immunizations at age 24 months)	73.2% (2004)	75.8% (2005)
Sustainable Development		
Waste tires recycled (in tons)	45,981	58,082
Regional Leadership/Public Policy		
Library youth programs attendance	63,200	82,900
Transportation—average commute times (in minutes)	24.5 (2004)	26.4 (2005)
Fiscal Strength		
Property tax rate (per \$100 assessed value)	\$1.47	\$1.45



The County's Finances

Revenues and Expenses

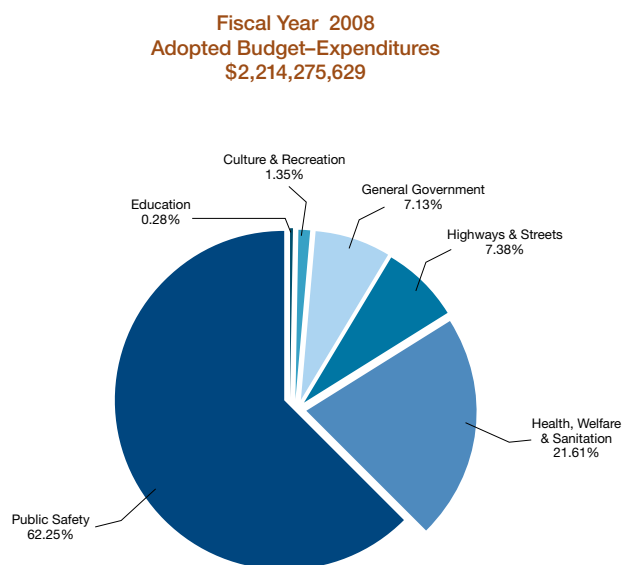
Primary Sources of Revenue



Revenue

Revenue by Source	Budgeted 2007	Budgeted 2008
Beginning Fund Balance	\$250,515,924	\$262,671,978
Property Taxes, Penalties & Interest	\$411,425,245	\$439,835,021
Sales Taxes	\$143,738,033	\$149,823,673
State Shared Sales Taxes	\$491,811,670	\$497,453,141
State Shared Vehicle License Taxes	\$153,335,674	\$152,496,256
Highway User Revenues	\$99,100,000	\$104,000,000
Other Intergovernmental & Grants	\$318,652,739	\$182,879,187
Permits, Fees & Fines	\$148,208,661	\$243,832,660
Patient Revenue	\$1,025,977	\$966,763
Miscellaneous & Interest	\$67,088,602	\$59,606,794
Debt Proceeds	\$40,930,000	\$120,710,156
Total Revenues	\$2,125,832,525	\$2,214,275,629

Primary Expenditures



Expenditures

Expenditures by Service Area	Budgeted 2007	Budgeted 2008
Education	\$5,781,100	\$6,101,393
Culture and Recreation	\$7,359,829	\$29,802,663
General Government	\$692,197,384	\$157,847,038
Highways & Streets	\$179,205,980	\$163,503,080
Health, Welfare & Sanitation	\$478,337,323	\$478,595,928
Public Safety	\$762,950,909	\$1,378,425,527
Total Expenses	\$2,125,832,525	\$2,214,275,629

The differences between 2007 and 2008 numbers are primarily because the categories were re-defined starting in 2008.



What's Next?

Future Challenges & Economic Outlook

Challenges Moving Forward

- **During the last fiscal year, the County's population grew by an estimated 3.7 percent, and Maricopa County's growth will continue to outpace the national average by nearly 300 percent.** Maricopa County is meeting the challenges of rapid population growth and increasing demand for services with a careful allocation of funding to meet public service needs. The County must plan ahead to make the best possible business decisions concerning future use of limited resources. Good decisions produce results that make a difference in people's lives and give taxpayers value for their money.
- **Maricopa County has one of the largest adult jail detention systems in the United States.** A primary issue facing the County is lowering the daily average inmate population and the average length of stay for inmates. The jail inmate average length of stay (ALOS), which had exceeded 30 days in late 2005, has been reduced to slightly more than 24 days in recent months, the lowest level in four years. The County continues to focus on lowering the average length of stay which will decrease the overall cost of operating the jails.
- **Air Quality in Maricopa County continues to receive much attention as the County strives to improve its environment and clean up its air.** The U.S. Environmental Protection Agency has deemed Maricopa County to be in "serious non-attainment" of the particulate standard. The County is working with regional partners to respond to issues surrounding air quality.



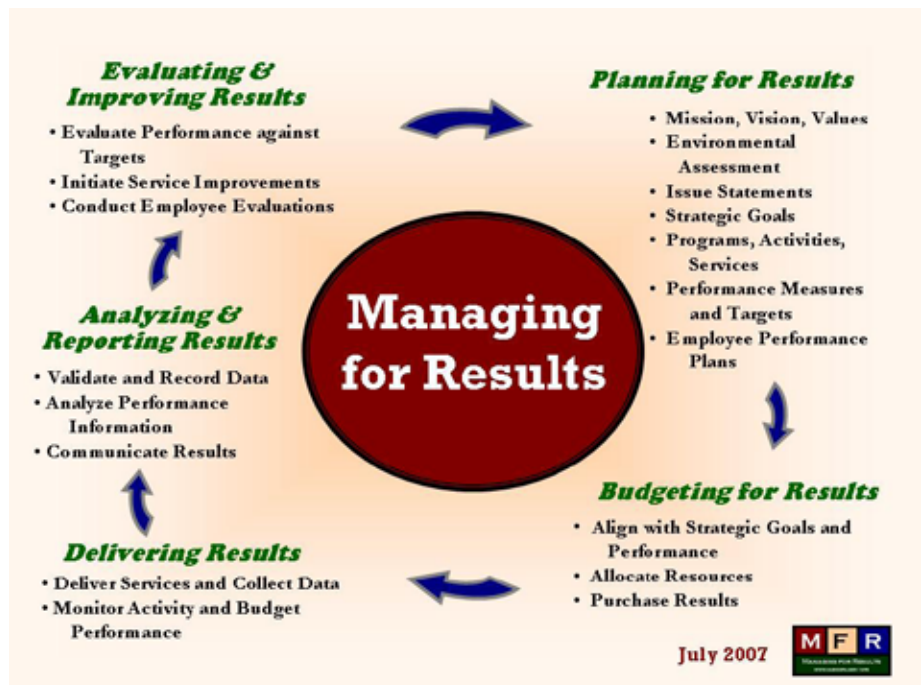
NE Regional Court Center

Managing for Results (MFR)

Managing for Results is a comprehensive and integrated management system that focuses on achieving results for the customer and makes it possible for departments to demonstrate accountability to taxpayers in Maricopa County. MFR provides a common framework under which strategic planning, budgeting and performance measurement are aligned in a unified cyclical process. Regardless of organization size, structure or policy area, every county department can apply the principles of MFR to improve performance and demonstrate how effectively and efficiently they are delivering results through the services they provide.

"Through Managing for Results, the county is working to improve the effectiveness and efficiency of the services we provide, contributing to the quality of life in the community and making Maricopa County a better place to live and work."

—David R. Smith,
County Manager



Maricopa County Board of Supervisors

District 1: Fulton Brock

District 3: Andrew Kunasek

District 2: Don Stapley

District 4: Max Wilson

District 5: Mary Rose Wilcox

We want to hear from you! How do you like this report? Is there other information that you would like to see included? Please contact the Office of Management and Budget at results@mail.maricopa.gov and/or 602.506.7280.

Complete county performance information is available at the county's website: www.maricopa.gov/mfr

